

Standard 25 Percent Additional Assistance Project Application

Transmittal Page

Organization City of Pasadena/Foothill Workforce Development Board

Date Submitted May 15, 2017

The Additional Assistance Application has been reviewed for completeness. The submission includes the required elements:

- ☒ Transmittal Page
- ☒ Cover/Signature Page
- ☒ Exhibit A: Scope of Work
- ☒ Exhibit B: Work Plan
- ☒ Exhibit C: Performance Goals
- ☒ Exhibit D: Partner Roles, Responsibilities and Resources Chart
- ☒ Exhibit E: Budget Summary/Expenditure Plan
- ☒ Exhibit F: Contractual Services

Dianne Russell-Carter, Interim Executive Director

Applicant Designee (name and title)

This Additional Assistance Application has been reviewed and is supported by the appropriate EDD Workforce Services Branch Field Division Chief.

Adriana Kuhl for

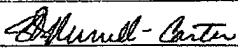
Adriana Kuhl

EDD Field Division Chief

Date

5/15/17

**Standard Additional Assistance Project Application
Executive Summary / Signature Page**

Organization Name: City of Pasadena/Foothill Workforce Development Board					
A. Standard Additional Assistance Application [X] B. Layoff Aversion []					
Amount Requested:					\$993,840
Amount of Other Resources:					
Designated Contact Person and Title			Dianne Russell-Carter		
Telephone	626-584-8393	Fax	626-584-8375	E-mail	drussel@foothilletc.org
Project Title		A Hire Path			
<p><u>Executive Summary must contain the elements listed below:</u></p> <ul style="list-style-type: none"> Affected Industries/Sectors Number of Affected Workers and Targeted Population(s) to be Served Proposed Activities Key Local and Regional Partner Highlights <p>This application requests \$993,840 in Governor's 25% Dislocated Worker (DW) Additional Assistance discretionary grant funds to address seven (7) mass job dislocation events in the Foothill Workforce Development Area (FWDA). One (1) event occurred in Public Administration (NAICS 92), two (2) layoffs occurred in Accommodation and Food Services (NAICS 72), three (3) events occurred in the Retail sector (NAICS 44-45), and one (1) will occur in the Education sector (NAICS 61). One-hundred twenty (120) DWs are planned for participation in re-employment, training, job placement, and follow-up activities. Our specific target population will include <i>recently separated military veterans and their spouses</i>.</p> <p>This project - A Hire Path (or "Hire Path") - will provide affected DWs job-search support, including <i>Basic Career Services (BCS)</i>, <i>Individualized Career Services (ICS)</i>, and <i>Follow-Up Services</i> as defined by the Workforce Innovation and Opportunity Act of 2014 (WIOA). The Foothill Workforce Development Board (FWDB) will collaborate regionally with participating firms, the Foothill Employment Training Connection (FETC), the California Employment Development Department (EDD) Pasadena Workforce Services Office, Pasadena City College, Citrus College, and Rio Hondo College. With Additional Assistance funding, we will jointly recruit, enroll, counsel, train, place, and provide participants follow-up services to support their connections to the workforce in gainful employment while meeting the workforce needs of growth industries and occupations in the foothill region of Los Angeles County. Our priority sectors include: Healthcare, Retail, Education, Accommodation, Professional, Scientific, and Technical Services, and Finance and Insurance.</p>					
Approval of Authorized Representative (Submit 1 signed original)					
Name Dianne Russell-Carter				5/10/2017	
Title Interim Executive Director		Signature		Date	

Section I – Statement of Need

1. Provide evidence of substantial layoff(s) or other qualifying event(s), including employers and/or industry clusters affected, and timeframe of layoffs.

Seven (7) local mass job dislocation events are the focus of this Additional Assistance application. The sectors, firms, cities, methods of notification, dates of separation, and total workers affected by each layoff are listed below.

Sector	Firm	Method of Notice	City	Date(s) of Separation	Workers Affected
Public Administration	FEMA	WARN	Pasadena	12/30/16	196
Accomm. & Food	Slaters 50/50	WARN	Pasadena	2/7/16-12/12/16	154
Retail	H&M	News Article	Pasadena	8/17/16	20
Accomm. & Food	Applebees	News Article	Monrovia	10/5/16	18
Retail	Burhard Nurseries	News Article	Pasadena	8/30/16	11
Education	Le Cordon Bleu	WARN	Pasadena	9/30/17	126
Retail	Vons	News Article	Pasadena	4/22/17	60
Total					585

In order to locate eligible DWs, FETC partners will conduct joint outreach, including identification of Unemployment Insurance (UI) claimants likely to exhaust their benefits through the EDD's Worker Profiling and Reemployment Services System, and AJCC orientations for the public on FETC workforce services. Specifically, FWDB, EDD, and FETC WIOA Title I partners will conduct several collaborative activities to recruit, enroll, and reconnect project-eligible DWs to the workforce in high-growth sectors and occupations.

Joint participant outreach will include the following activities:

- Production and placement of radio and television public service announcements
- Targeted on-line advertising using social media
- Positive recruitments for area employers in targeted employment sectors
- Participation in Hire A Hero Hire a Vet career fairs to engage participating DWs and area employers in both job-search and talent recruitment processes for enrolled military veterans

2. Provide the number of affected workers who will seek services and describe the types of services needed.

One-hundred twenty (120) DWs (21% of all affected workers) will participate in **A Hire Path**. We will provide participating DWs the full range of One-Stop *Basic Career Services, Individualized Career Services, Training, and Follow-Up Services* prescribed by WIOA according to their individual needs (see detailed services in Section II.1). The need for Career Services was determined by the FWDB Rapid Response (RR)

Team during company visits, which included RR orientations and meetings with employees scheduled for layoff. WIOA Title I and Title III staff are also prepared to provide specialized services to veterans through our **Foothill Veterans Employment-Related Assistance Program (Foothill VEAP)**, which includes services for veterans offered by the EDD *Jobs for Veterans State Grant Program*.

3. Describe the rapid response activities that have occurred and/or that are planned. Include services provided by employers and/or unions.

Rapid Response information sessions have been held at **Hire Path** firms for employees scheduled for layoff. Organized with employers, each RR session addressed employment and related assistance available to employees in receipt of layoff notices, and included a question and answer session with session participants and employer representatives.

Major topics included:

- Features of the Rapid Response Program
- California EDD Services and Wagner-Peyser Act Programs
- The WIOA and California's AJCC System
- The Trade Adjustment Act (TAA) and TAA services
- The federal Unemployment Insurance Program and how to file a claim with EDD
- Disability Insurance Program eligibility requirements
- CalJOBS Labor Exchange Services
- Features of the California Training Benefits Program
- Features of the Keep Your Home California Program
- The Affordable Care Act and Covered California
- Special Services for veterans and youth
- The COBRA

During each information session, participants were asked to complete a survey indicating their service needs and preferences, including needs for occupational training, supportive services, and job search assistance. In addition to handouts, participants received information on where they may seek workforce services in other areas of Los Angeles County, California, and the U.S. using servicelocator.org and other online career resources.

4. Demonstrate that existing local resources (WIOA or other) are not adequate to address the needs of the affected workers seeking services consistent with local strategic plan.

FWDB has determined that at least 120 of the 585 employees affected by mass layoffs since August of 2016 will need workforce services based on historical enrollment patterns and participant interest surveys completed during RR sessions. In order to enroll and serve this number of DWs without Additional Assistance, FWDB would need to forego additional DW Formula Program enrollments through June 30, 2017.

The FWDB PY 16-17 DW Formula Program allocation is \$602,820. As reflected in CalJOBS, our PY 16-17 DW Formula Program expenditures and obligations equaled \$271,979 through February 2017 leaving

an unobligated balance of \$330,841. At an average cost per participant of \$8,282 (the average of all new participants served in PYs 14-15 and 15-16), our unobligated balance is not sufficient to meet the needs of the 120 DWs planned for this project; a redirection of remaining DW formula funds to these layoffs would deplete our formula program resources for the remainder of PY16-17 and result in a negative impact on our PY 17-18 DW Formula allocation through December 2017.

Section II – Planned Approach

1. *Describe the specific types of services and training that will be used to achieve the planned goals and objectives and how the proposed project will enable participants to attain, retain or advance their vocational and job-readiness skills and link them to career pathways.*

According to the October 2016 Career Pathways Tool Kit published by the U.S. Department of Labor, the term “Career Pathway” means “a combination of rigorous and high-quality education, training, and other services that—

- A. Aligns with the skill needs of industries in the State or regional economy involved
- B. Prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including registered apprenticeships
- C. Includes counseling to support participant attainment of education and career goals
- D. Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
- E. Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable
- F. Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one (1) recognized postsecondary credential
- G. Helps an individual enter or advance within a specific occupation or occupational cluster”

A Hire Path will reach, recruit, and review individual participant circumstances to help them develop career plans built on proven strategies. The following table aligns **Hire Path** services and training under WIOA to the core career pathway elements defined by DOL.

Career Pathway Element	Hire Path Services and/or Training
<i>Aligns with the skill needs of industries in the economy of the State or regional economy involved</i>	Training <ul style="list-style-type: none"> Post-secondary training leading to award of industry-recognized credentials in regional industry sectors
<i>Prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including</i>	Basic Career Services (BCS) <ul style="list-style-type: none"> UI Program info and claim filing assistance

apprenticeships registered under the Act of August 16, 1937

Career Pathway Element (Cont.)

Includes counseling to support an individual in achieving the individual's education and career goals

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA

Individualized Career Services (ICS)

- Short-Term Pre-Vocational Services (e.g., learning, communication, and interviewing skills, punctuality, personal maintenance skills, and professional conduct)
- Apprenticeship Preparation
- Financial Literacy services
- English Language Acquisition Services integrated with education and training programs

Basic Career Services (BCS)

- Job search workshops
- Initial assessment of skill levels (e.g., literacy, numeracy, and English language proficiency), aptitudes, abilities, and supportiveservice needs
- Referrals to and coordination of activities w/other programs/ services, including other AJCC progs./serv.

Individualized Career Services (ICS)

- Comprehensive and specialized assessments of skill levels and service needs (e.g., diagnostic testing and assessments)
- In-depth interviewing and evaluation to identify employment barriers and employment goals
- Career planning (case mgt.), counseling, and coaching
- Group and/or individual counseling and mentoring

Includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster

Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable

Organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable

Enables an individual to attain a secondary school diploma or its recognized equivalent, and at least one recognized postsecondary credential

Individualized Career Services (ICS)

- Work Experience linked to careers
- Internships linked to priority sector careers

Training

- Classroom Occupational Training
- On-the-Job Training
- Adult Education

Basic Career Services (BCS)

- Labor Market Information (e.g., information on job vacancy listings, job skill requirements, demand occupations, opportunities for advancement)
- Performance and cost information on eligible training providers by program and type of provider
- Information on local area performance, including information on its AJCCs
- Information on supportive services or assistance
- Referrals to supportive services (e.g., child care, medical or child health assistance, SNAP benefits, earned income tax credit assistance, HUD housing counseling and assistance, TANF assistance, etc.)

Individualized Career Services (ICS)

- Development of an Individual Employment Plan to identify participant employment goals, objectives, and services, and information on eligible training providers

Basic Career Services (BCS)

- Cost and performance information on WIOA-eligible training providers

Individualized Career Services (ICS)

- Workforce Preparation (development of basic, critical thinking, digital literacy, and self-management skills development, including the

workplace competencies necessary for successful completion of postsecondary education or training, or transition to employment

Helps an individual enter or advance within a specific occupation or occupational cluster

Basic Career Services (BCS)

- Labor exchange services, including job search and placement assistance, and career counseling via EDD's Experience Unlimited Program
- CalJOBS information services

Individualized Career Services (ICS)

- Out-of-area job search assistance and relocation assistance

Follow-Up

- Additional training, counseling, life skills assistance, crisis intervention, et al

The FETC will provide eligible participants BCS, ICS, Training, and Follow-Up Services to meet their diverse and sometimes unique training and re-employment needs. While some DWs may only need minimal assistance, others may need more comprehensive and Individualized Career Services tailored to their specific circumstances. The FETC will conduct joint outreach, initial intake (including identification through the EDD's Worker Profiling and Reemployment Services System of Unemployment Insurance (UI) claimants likely to exhaust benefits), and orientations on FETC resources for eligible **Hire Path** candidates. Interested job-seekers will then be scheduled for formal intake and assessment.

A Hire Path will provide participating vets coordinated services designed to address their individual barriers to employment and career success, including job placement services for disabled veterans coordinated with the California Department of Rehabilitation. EDD Vet Reps will also work with veteran spouses to maximize their opportunities for jobs and training. Such services include a veteran 24-hour priority hold on all job listings, customized job-search assistance, job fairs, employer recruitments, and personalized assistance. EDD's CalJOBSSM System enables vets to create resumes that can be seen by employers, and search for job openings online. CalJOBSSM also: 1) Helps vets translate military training, specialties, and skills applicable to civilian jobs; and 2) allows employers to post job openings and browse through vet resumes.

Training to Achieve Planned Goals and Objectives

Participants will receive training using Individual Training Accounts (ITAs) to develop and advance their occupational skills and job readiness if it is determined, after interviews, observation, formal assessments, and/or career planning, that they are:

1. Unlikely/unable to obtain or retain employment leading to economic self-sufficiency, or wages comparable to or higher than wages from prior employment through career services alone;
2. In need of training services to obtain or retain employment that leads to economic self-sufficiency, or wages comparable to, or higher than wages from previous employment, through career services alone; and
3. Have the skills and qualifications for successful participation in selected training.

The primary modes of training available to **Hire Path** participants will include *On-the-Job Training*, *Classroom Occupational Training (Career Technical Education)*, *Work Experience*, and *Internships*.

On-the-Job Training: On-the-Job Training (OJT) provides DWs opportunities to *earn as they learn* in hands-on environments, to acquire job skills, to prepare for career advancement, and ultimately, opportunities for long-term employment. OJT is a hire-first program where the trainee is a full-time, regular employee and the employer receives reimbursed wages during the training period to offset training costs and encourage a permanent hire. A feature of OJT is that the employer participates in the design of on-site training activities aligned with the skills required of the job.

Career Technical Education: A form of classroom occupational training, Career Technical Education (CTE) develops occupational skills for promising career paths; they offer a clear sequence, or “pathway” of educational coursework that builds competencies aligned with industry-recognized standards and credentials. Under WIOA, CTE is geared toward those who need to learn new skills or update existing skills for new employment. CTE will take place within established course curricula at Pasadena, Citrus, and Rio Hondo Community Colleges, local secondary schools, and other community colleges listed on the California Eligible Training Provider List (ETPL). **A Hire Path** will cover costs for books, fees, and supplies as necessary.

Work Experience: Work Experience includes paid workplace experiences with public and non-profit employers to help participants develop job skills and habits as preparation for permanent employment related to their career goals and training.

Internships: Internships provide youth participants, and in some cases Adult Program participants, real world job experience with public and private employers as a form of career preparation. For WIOA participants, internship wages and stipends for internship assignments based on an individual’s career goals and related education or training are paid by the FETC.

Total nonfarm employment is projected to grow by nearly 535,700 jobs between 2014 and 2024 in Los Angeles County. Seventy-five percent (75%) of all projected nonfarm job growth is concentrated in the following three (3) industry super-sectors. *Educational Services (private)*, *Healthcare*, and *Social Assistance* is projected to add the most jobs--208,800—at a 29% rate of growth. The *Leisure and Hospitality* sector is projected to add 110,300 jobs, led by job growth of 88,900 in restaurants and other eating places. *Professional and Business Services* also anticipates job gains of 81,200 with more than half the growth expected in the *Professional, Scientific, and Technical Services* sector (41,700).

Within each Super Sector indicated, individual priority sectors will include:

- Healthcare and Social Assistance (Educational and Health Services)

- Professional, Scientific, and Technical Services (Professional & Business Services), and
- Accommodation and Food Service (Leisure and Hospitality)

Additional priority sectors include Retail Trade (Trade, Transportation, and Utilities), and Finance and Insurance (Financial Activities). Our job development efforts will concentrate on firms in these job sectors due to their importance to the local economic base and positive growth projections through 2024 (see Table 1). **A Hire Path** will also focus training efforts on these sectors in *Middle-Skill Occupations—occupations that require at least a high school diploma but less than a BA/BS degree.*

2014-2024 Comparison of Growing Occupations by Entry-Level Education Los Angeles County		
Fastest Growth (New Jobs From Industry Growth)	Entry Level Education	Largest Growing (New Jobs and Replacement Needs)
Web Developers (2,170 jobs) Physical Therapist Assistants (380 jobs) Diagnostic Medical Sonographers (330 jobs)	Associates Degree	Web Developers (2,950 jobs) Medical & Clinical Lab. Technicians (2,610 jobs) Paralegals and Legal Assistants (2,540 jobs) Respiratory Therapists (1,790 jobs)
Phlebotomists (1,090 jobs)	Post-Sec. Non- Degree Award	Licensed Practical & Vocational Nurses (10,350 jobs) Medical Assistants (10,110 jobs)
Computer User Support Spec. (2,600 jobs)	Some College, No Degree	Computer User Support Specialists (4,550 jobs) Bookkeeping, Accounting, & Auditing Clerks (5,390)
Physical Therapist Aides (390 jobs) Social & Human Serv. Assts. (4,260 jobs)	HS Diploma or Equivalent	Office Clerks, General (27,000) First-Line Supervisors of Office & Admin. Support (12,810)

Several Middle-Skill occupations are expected to grow in Los Angeles County between 2014 and 2024 in terms of absolute growth and growth rate. Provided above are examples of Middle-Skill occupations offering sustainable median annual wages well above the U.S. Secretary of Labor's 2017 Lower-Living Standard Income Level (LLSIL) for the Los Angeles-Riverside-Orange County area based on a household size of 3--\$24,352.

As wage sustainability is a relative measure of labor market success, affected in part by family-size, debt, and other self-sufficiency factors, the FETC will counsel participants on goal-setting for family-sustaining employment according to individual circumstances.

Occupation	Education and Training Levels			
	Median Wages	Entry-Level Education	Work Experience	On-the-Job Training
Physical Therapist Aides	\$28,563	7	None	Short-Term
Social and Human Service Assistants	\$40,945	7	None	Short-Term
Office Clerks, General	\$31,560	7	None	Short-Term
First-Line Supervisors of Office & Admin. Support	\$57,829	7	<5 Yrs	None
Bookkeeping, Accounting, & Auditing Clerks	\$42,776	6	None	Moderate-Term
Computer User Support Specialists	\$56,030	6	None	None
Licensed Practical & Vocational Nurses	\$50,075	5	None	None
Web Developer	\$65,759	4	None	None
Physical Therapist Assistants	\$69,556	4	None	None
Medical & Clinical Laboratory Technicians	\$42,000	4	None	None

Diagnostic Medical Sonographers	\$89,570	4	None	None*
Paralegals and Legal Assistants	\$58,049	4	None	None
Respiratory Therapists	\$75,914	4	None	None

*See top of next page for descriptions of Entry Level Education

Every growth occupation listed above is found in at least one of the FETC’s priority employment sectors. Each of the following training modalities will be considered in the context of demand occupations found in these sectors and those immediate employment opportunities presented by the firms which have assisted in development of this application.

Entry Level Education
1- Doctoral or professional degree
2- Master's degree
3- Bachelor's degree
4- Associate's degree
5- Postsecondary non-degree award
6- Some college, no degree
7- High school diploma or equivalent
8- No formal educational credential

On-the-Job Training (OJT) sometimes presents an on-boarding option for new hires. Some of the Middle-Skill occupations previously listed, for example, indicate Moderate or Short-Term OJT combined with at least a high school diploma or its equivalent as customary preparation for unsubsidized employment. Under this project, specific vocational preparation for such OJTs will be determined with participants individually, and the length of the OJT will be advised by O*NET, labor market information, and other career planning tools.

Other Middle-Skill occupations do not indicate a need for OJT or Work Experience, but do indicate a required education and training level. Participants with career interests in these occupations may be referred to Pasadena City College, Citrus Community College, or Rio Hondo College for *Career Technical Education* based on education and training requirements determined by EDD.

Work Experience as a WIOA-eligible activity is not often used with the DW population, but is considered a part of the FETC service mix for low-skilled and unskilled DWs with poor recent work history who may need current work experience to market themselves to employers. The need for *Work Experience* will be determined on a case-by-case basis with **Hire Path** participants guided by on-site career coaches and counselors.

Also infrequently used with DWs, *Internships* offer another service option for younger DWs (18-24) enrolled in cooperative education programming at local post-secondary educational institutions as part of a CTE or related program designed to develop skills and/or opportunities for employment in a local demand occupation. Additional Middle-Skill occupations for which **A Hire Path** participants may receive training are listed in Table 2 on Page 13.

2. *Describe the involvement of employers in the development and operation of this project. Demonstrate how the partnership has actively engaged employers and identified employer needs and employment opportunities*

The FETC Rapid Response Team includes WIOA Title I formula program supervisors, EDD RR representatives, and the FWDB RR Coordinator. Our RR Team met and continues to meet with **Hire Path** employers to assess their workforce adjustment needs. Discussions encompass company layoff schedules, affected job classes, union involvement, outplacement needs, and logistics for additional RR sessions and career fairs. Discussions with employers and employee input during RR sessions has informed labor market research by EDD and WIOA Title I staff in their search for job opportunities for participating DWs. Our research has involved examinations of position listings in CalJOBS, local employer contacts by EDD staff, and ongoing job development activities by FETC case workers, including organized hiring events, and participant engagement and follow-up using social media. Our RR Coordinator has also contacted area firms with job openings for which affected DWs qualify.

Foothill WDB has developed robust and effective strategies to involve businesses development and operation of this project. Key components of our approach include promoting business engagement and business outreach, which are summarized below.

Development of A Hire Path Employers Advisory Committee (Committee)

FWDB will develop an advisory committee of employers dedicated to the success of the **Hire Path Program**. Employers recruited for this project will represent not only the industries participating DWs were laid off from, but also employers which represent our priority industry sectors. This includes: Public Administration, Accommodation and Food Service, Retail Trade, and Educational Services.

The Committee will include other employers and industry representatives such as: Sempra Utilities, Amada Miyachi America, Inc., Kaiser Permanente, Teamsters Local Union, Southwest Carpenters Training Fund, Plaza Bank, IBEW, Pacific Clinics, Innovate Pasadena, Employed Security Services, South Pasadena Chamber of Commerce, City of Pasadena, Synovation Medical Group, Methodist Hospital, Altadena Country Club, Smart and Final, Fed EX, First Transit, One West Bank and others. The Committee will meet quarterly to monitor the program, and provide input from industry to strengthen program placements and overall success.

Business Engagement

In 2014, FWDB began to work with Business U to improve its business services processes. Business U has successfully consulted with and trained our team, which now understands the need to “engage business” versus telling/selling business on why they need to work with workforce development. A particularly effective element of Business U’s approach deals with addressing brand challenges among multiple partners, where it stresses the use of three (3) key elements that help organizations collaborate around a brand. FWDB and its network of partners have fully embraced Business U’s approach and have found that it has led to extremely productive relationships with area employers. One result of our work with Business U is the development of a *business services micro site* accessible from FWDB’s main Website. The micro site menu includes:

- Investing in Productivity
- Increase Business Productivity
- Train Employees

- Innovative HR Strategies
- Take a Needs Assessment
- Additional Services

Business Outreach

The FWDB Business Services/Operations Sub-Committee (Sub-Committee) coordinates, improves and champions business services. Members include business professionals representing leading industries, the small business sector, and businesses in priority and emerging sectors with significant potential to contribute to job growth. In 2015, the Sub-Committee developed an “Ambassadors” program, designed to prepare board members to make presentations to businesses as a peer-to-peer strategy. A multi-media tool kit was designed to support FWDB members and staff in tailoring and delivering presentations and key message points to various target audiences. Thus far, the program has been a resounding success in attracting the interests of all types and sizes of businesses to use FWDB services.

Hiring and Recruitment

The FWDB workforce system supports the hiring and recruitment of thousands of job-seekers each year. Every month, the system holds, on average, three (3) hiring events for local companies, including those that are just opening and others that are looking to add to their incumbent workforce. Examples of services that support hiring include, but are not limited to job postings, broadcast of available jobs to candidates, and development and coordination of on-site job fairs.

Ensuring Job Candidates Are Prepared for Work

Businesses want workers with foundational skills (literacy and numeracy), core competencies (such as digital literacy and customer service skills), “soft skills” (including job readiness and work maturity skills) and “hard skills” (job-specific skills for work-related functions). The local workforce system provides services to job-seekers that prepare them in each of these crucial areas.

FWDB resources and services for employers include, but are not limited to:

- Access Job-Ready Candidates
- Screening and Interviewing Assistance
- View Candidate Resumes Online
- Access Workforce Training
- Utilizing Work Experience
- Layoff Assistance/Rapid Re-Employment

Labor Market Research

- California EDD Labor Market Information
- The San Gabriel Valley Economic Partnership
- The Los Angeles County Economic Development Corporation
- The Economic Development/Community Development Commission of Los Angeles

- U.S. Commercial Services/International Trade
- The U.S. Small Business Administration

Business Seminars

- Networking
- Developing a Business Plan
- The Art of Small Business Survival
- Marketing to Public Agencies

Online Resources

- SBA
- SCORE
- myownbusiness.com
- Dunn and Brad Street
- EconVue

Community Partners

- Links to Municipal Services for Businesses
- Link to Local Chamber of Commerce

Coordinating Workforce Development Programs and Economic Development

As a workforce area representing a consortium of cities, strong relationships with city administrative personnel, including those working in economic development, have been developed over the years. The same is true for local chambers of commerce. Foothill WDB is not only a member of the six (6) local chambers of commerce in its service area, but our board member representatives actively participate in chamber-led initiatives and events. Three (3) chambers of commerce and two (2) economic development agencies are represented on our board of directors. Relationships with these organizations continue to provide FWDB intelligence and insights on local businesses. FWDB staff members are among the first to know when businesses are contemplating moving to or expanding within a community. Businesses also tend to make contacts with chambers regarding marketing and access to local resources. FWDB regularly benefits from connections made by its economic development representatives and partners with businesses looking for assistance with recruitment, hiring and employee training.

Examples of the many ways in which FWDB coordinates workforce programs with economic development include:

- Joint development of comprehensive business attraction, expansion, development and retention programs
- Creation and maintenance of a partnership council to plan and implement economic development strategies in the local and regional labor market

- Promotion and use of First Source Hiring Agreements, Project Labor Agreements and Community Benefit Agreements related to development projects
- Joint provision of business services: targeted workshops, webinars, technical assistance-coaching sessions, access to capital and loan information, fidelity bonding assistance, permit information and assistance, and entrepreneurship training
- Co-sponsorship of events (i.e., job fairs, targeted recruitments, employer forums, focus groups, workshops and business roundtables)

Linkage between One-Stop Services and the Unemployment Insurance (UI) Program

Coordination between FWDB's WIOA-administered one-stop system and EDD programs are made easier by virtue of co-location in the same facility. FWDB has been located in a fully-staffed EDD building since 1998. As customers arrive at our main center in Pasadena, they are greeted by staff responsible for identifying the purpose of the visit. Unemployment Insurance recipients are often identified at this time or may first connect to the center due to a reemployment workshop for DWs, or participation in TAA. In any case, collaboration with EDD makes it much easier to reach individuals receiving unemployment insurance and to provide them WIOA and other system services that will hasten their reemployment.

3. *Describe involvement of TAA if applicable. Demonstrate how this project will be linked to TAA resources.*

The Trade Adjustment Act does not apply to this project.

4. *Identify the occupations for which participants will be trained or employed. Provide expected range of wages per occupations and provide an explanation of how these occupations were determined, including data source.*

Locally, the top six (6) two (2)-digit NAICS sectors accounted for 72% of all jobs at the beginning of 2016 (see Table 1). **A Hire Path** will focus training and employment efforts on these sectors in Middle-Skill Occupations.

Table 1

2016 Employment Counts at Beginning of Q1 Foothill Workforce Development Area		
NAICS		#
62	Healthcare and Social Assistance	34,955
44-45	Retail Trade	20,324
61	Educational Services	19,492
72	Accommodation and Food Service	18,904
54	Professional, Scientific, & Technical Services	18,422
52	Finance and Insurance	13,780
		125,877

Source: U.S. Department of Commerce Economics and Statistics Administration, U.S. Census Bureau

Our job development efforts will concentrate on firms in the employment sectors indicated in Table 1 due to their presence in the FWDA, their importance to the local economic base, and positive job growth projections. We will also prioritize occupational training for Middle-Skill Occupations in each of these sectors (see Page 10).

Table 2 below shows several “trainable” occupations projected for growth between 2014 and 2024 according to the EDD Labor Market Information Division (LMID). Each occupation indicates an annual growth rate that exceeds the Los Angeles County annual average of 1.3% through 2024. Table 2 also includes 2016 First Quarter median hourly wage rates for each occupation. The occupations in Table 2 are also projected to have 200 or more annual openings through 2024 due to growth and replacement needs. These Middle Skill Occupations are found in one (1) or more of our priority job sectors.

The FETC continues to see a need for project management skills among those employed in professional and technical occupations based on conversations with area employers and job-seekers. In some instances, a project management certification can make the difference in a hire among similarly qualified job candidates. Where appropriate, **Hire Path** participants will receive project management training from qualified providers listed on the California ETPL or I-TRAIN Systems. As appropriate and based on their Individual Employment Plans, participants will also receive industry-recognized training leading to credentials in Six Sigma, Supply Chain Management, and the Microsoft Office Suite.

Table 2
2014 to 2024 Occupational Employment Projections
Los Angeles County
Trainable Occupations With Above Average Growth

	Est. Emp. 2014	Projected Emp. 2024	# Change 2014-2024	Annual Average % Change	Median Hourly
Management					
Food Service Managers	14,750	18,430	3,680	2.5%	\$21.10
Community and Social Service					
Social and Human Service Assistants	14,390	18,650	4,260	3.0%	\$19.68
Arts, Design, Entertainment, Sports					
Audio and Video Equipment Technicians	8,390	9,590	1,200	1.4%	\$24.90
Healthcare Practitioners and Technical					
Medical Records and Health Info Techs.	5,220	6,180	960	1.8%	\$20.77
Medical and Clinical Laboratory Technicians	5,480	6,780	1,300	2.4%	\$20.19
Licensed Practical & Licensed Voc. Nurses	21,010	25,380	4,370	2.1%	\$24.07
Healthcare Support					
Massage Therapists	7,510	9,880	2,370	3.2%	\$19.97
Personal Care and Service					

Fitness Trainers and Aerobics Instructors	6,760	7,780	1,020	1.5%	\$24.46
First-Line Supervisors of Personal Serv. Workers	7,860	9,670	1,810	2.3%	\$20.78
Office and Administrative Support					
Cargo and Freight Agents	7,600	8,790	1,190	1.6%	\$21.00
Construction and Extraction					
Carpenters	21,020	25,110	4,090	1.9%	\$24.19
Electricians	12,300	14,940	2,640	2.1%	\$30.56
Plumbers, Pipefitters, and Steamfitters	8,420	10,030	1,610	1.9%	\$25.15
Installation, Maintenance, and Repair					
Bus & Truck Mechanics & Diesel Eng. Spec.	5,240	6,420	1,180	2.3%	\$26.75
Heating, Air Cond., and Refrigeration Mechanics and Installers	6,040	7,440	1,400	2.3%	\$25.37
Industrial Machinery Mechanics	6,570	8,100	1,530	2.3%	\$29.12
Transportation and Material Moving					
Bus Drivers, Transit and Intercity	7,330	8,620	1,290	1.8%	\$19.04

Source: California Employment Development Department Labor Market Information Division

5. Describe how your service delivery plan will achieve the goals and objectives of the project in a timely manner. Complete and attach the Project Work Plan that includes detailed objectives/activities and timelines. (Exhibit B)

FWDB, EDD, and FETC WIOA Title I partners will conduct several collaborative activities to recruit, enroll, and reconnect project-eligible DWs to the workforce in high-growth sectors and occupations. This will include the activities presented in our Work Plan (Page 14) and:

- Joint outreach and recruitment
- Production and placement of radio and television public service announcements
- Targeted on-line advertising using social media
- Positive recruitments for area employers in targeted employment sectors
- Participation in Hire A Hero Hire a Vet career fairs to engage participating DWs and area employers in both job-search and talent recruitment processes for enrolled military veterans

Labor Exchange Services to develop and enhance job-readiness skills will include but not be limited to:

- QMF Reports
- Job search workshops
- Agency referrals
- Specialized services for veterans and persons with disabilities
- Positive recruitments for target sector employers and **Hire Path** participants

- Job Search assistance via the Experience Unlimited Program
- CalJOBS information services

Other Basic Career Services provided by the FETC including:

- Outreach, intake, and orientation to the FETC
- Initial assessments of job-seeker needs and skills
- Determination of job-seeker eligibility for services
- Unemployment Insurance Program Information
- Financial aid information
- Follow-up services
- Referrals to programs operated by FWDB's AJCC partners

Under WIOA, the expanded FETC operates as a member of the America's Job Centers of California (AJCC) Network. This distinction means that, in addition to WIOA Title I Career Services and Wagner-Peyser Programs under WIOA Title III, participating DWs will have access to an additional array of employment and training resources offered by a number of state and federally-funded AJCC partners.

Our integrated service delivery network includes:

City of Pasadena-FETC	WIOA Title I Adult, DW and Youth Programs
Pasadena City College	WIOA Title II Adult Education and Literacy and Carl D. Perkins CTE Programs
California Department of Rehabilitation	WIOA Title IV Vocational Rehabilitation
L.A. County Dept. of Community & Senior Services	Title V Older Americans Act Program
Cornerstone Solutions, Inc.	Job Corps Services
Southern California Indian Center, Inc.	Native American Employment Program
Friends of the Miracle Mile/Pasadena YouthBuild	YouthBuild
Friends Outside in Los Angeles County	Second Chance Act Programs
L.A. County Department of Public Social Services	TANF/CalWORKs

Direct access to this broad network of employment and training agencies will increase the availability of specialized services to meet participant needs, leverage Additional Assistance resources, and increase opportunities for job placement in our targeted employment sectors.

Section III – Participant and Performance Goals

1. Complete the Performance Goals Matrix for the population served by the project. If the planned project goals are lower than the local goals, provide an explanation. (Exhibit C)

See Exhibit C.

Section IV – Local Partnerships and Leveraged Resources

1. Complete and attach the Partner Roles, Responsibilities, and Resources Chart (Exhibit D) identifying partner agencies that will be used to coordinate and provide services under this proposal. List the name of the partner in Column B and describe their role and responsibilities in conjunction with this proposal in Column C. Roles and responsibilities should be clearly defined in terms of specific tasks, services, or support that they will provide.

FINANCIAL

Budget Summary

1. Complete the Budget Summary Plan (Exhibit E).

See Exhibit E.

2. Complete the Contract Services Worksheet (Exhibit F, if applicable).

Not applicable.

Exhibit B Additional Assistance Project Work Plan

Organization Name: City of Pasadena/Foothill Workforce Development Board

Objectives/Activities	Estimated Dates
1. Start-up Activities	5/17
Run QMF query – EDD	5/17
Hold kick-off meeting with Hire Path project partners	7/17
Jointly develop and disseminate project outreach materials w/EDD	7/17
2. Outreach/Recruitment	6/17 to 8/17
Conduct social media campaigns	7/17 – Ongoing
Community canvassing	7/17-12/17
Distribute outreach materials to AJCC partners	7/17-8/17
Conduct information sessions onsite and offsite	7/17 to 1/18
Conduct project orientations for eligible DWs	7/17to 8/17

3. Assessment/Enrollment	7/17 to 3/18
Schedule intake sessions	7/17-3/18
Conduct eligibility determinations	7/17-3/18
Conduct participant assessments	7/17-3/18
Develop participant Individual Employment Plans (IEPs)	7/17 to 6/18
Provide guidance/information on career pathways	7/17 to 6/18
Provide participants labor market and occupational information	7/17 to 6/18
Provider participants career guidance, counseling, and coaching	Ongoing
4. Training & Education	9/17 to 4/18
Participant identification of desired Classroom Occupational Training providers	9/17-Ongoing
ITA development by participants and VJC counselors	9/17-Ongoing
Classroom Occupational Training	9/17 to 6/18
Career guidance, counseling, and coaching	Ongoing
5. Work Activities (Work experience, On-the-job training, Internship)	9/17-6/18
OJT development and monitoring	9/17-Ongoing
6. Job Placement, Retention & Follow-up	10/17 to 9/18
Provide job readiness workshops (e.g., resume prep., interview skills, workplace behavior, conflict resolution, etc.)	10/17 – Ongoing
Job development and placement activities	Ongoing
Career guidance, counseling, and coaching	Ongoing
12-month follow-up activities (e.g., employer contacts to determine new hire progress and additional service needs as applicable)	Ongoing

Exhibit C
Additional Assistance Project Performance Goals

Participant and Performance Goals Description	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	5th Quarter	6th Quarter	Performance Goals (%)
Quarter End Date	Enter 09/17	Enter 012/17	Enter 03/18	Enter 06/18	Enter 09/18	Enter 12/18	
1.Total Participants to Be Served	25	50	65	85	105	120	120
2.Placement in Education or Training	5	12	22	35	55	56	(100%) 56
a. Entered career technical training program	5	11	18	24	32	32	32
b. Entered postsecondary education program	n/a						
c. Entered pre-apprenticeship program	n/a	2	2	4	6	6	6
d. Entered apprenticeship program	n/a				4	6	6
e. Entered customized employer-based training	n/a						
f. Entered on-the-job training	n/a		4	6	8	10	10
g. Other (describe)	n/a						

Exhibit C
Additional Assistance Project Performance Goals

Participant and Performance Goals Description	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter	5 th Quarter	6 th Quarter	Performance Goals (%)
Quarter End Date	Enter 09/17	Enter 12/17	Enter 03/18	Enter 06/18	Enter 09/18	Enter 12/18	
3.Completed Training				16	29	45	(100%) 45
a. Completed career technical training program				8	22	32	32
b. Completed postsecondary education program	n/a						
c. Completed pre-apprenticeship program	n/a			1	2	4	4
d. Completed industry-valued certificate	n/a			6	11	23	23
e. Completed on-the-job training	n/a			1	5	7	7
f. Other (describe)	n/a						
4.Placement in Unsubsidized Employment		10	20	45	65	90	(75%) 90
Training related		5	10	23	33	45	45

Exhibit D
Partner Roles, Responsibilities, and Resources Chart

A	B	C	D	E
Organization Type	Name of Partner	Role and Responsibilities	Amount of Leveraged Resources	Description of Leveraged Resources
Section 1 – Required Partner				
EDD (TAA, Wagner-Peyser, Work Sharing)	EDD Pasadena WSO	Labor Exchange Services		
Section 2 – Other Partners				
Local Workforce Development Boards	FWDB and FETC	BCS, ICS, Project Mgt., RR Coordination, Training, and Follow-Up		
Employers/Industry	Hire Path Employers	RR Coordination		
	First Transit	Employment Opportunities		
	BMW	Employment Opportunities		
Community Colleges	Pasadena, Citrus, and Rio Hondo CCs	CTE	\$5,000	Career pathway instruction
Other Educational Institutions (e.g., Universities, K-12 education programs- ROP, CTE, Adult Ed., etc.)	Monrovia Adult School	Adult Education and Literacy Services	\$3,000	Basic skills instruction
Training Providers				
Unions or Other Labor Organizations	Southwest Carpenters Training Trust	Apprenticeship Preparation	\$1,000	Intake
CBO/FBO, other Non-Profits	Flintridge Center	Apprenticeship Preparation	\$1,000	Intake
		Total non-WIOA Resources	\$10,000	

Exhibit E - Budget Summary/Expenditure Plan

	Planned Budget		
	A	B	C
	25% AA Grant Expenditures	Leveraged Expenditures	Total
ADMINISTRATION			
A. Staff Salaries	\$50,875	\$	\$50,875
B. Number of full-time equivalents <u>.2</u>			
C. Staff Benefits	\$26,209	\$	\$26,209
D. Staff Benefit Rate (percent) 34%			
E. Staff Travel	\$5,000	\$	\$5,000
F. Operating Expenses	\$17,300	\$	\$17,300
G. Indirect Costs	\$	\$	\$
G1. Cost Rate (percent) _____ %			
G2. Cognizant Agency _____			
H. Other (describe) _____	\$0.00	\$	\$0.00
Total Administration	\$99,384		
PROGRAM			
I. Consumable Testing & Inst. Materials*	\$2,250.00	\$0.00	\$2,250.00
J. Tuition Payments/Vouchers*	\$178,115	\$10,000.00	\$188,115
K. On-the-Job Training*	\$50,000.00	\$0.00	\$50,000.00
L. Participant Wages and Fringe Benefits*	\$50,000.00	\$0.00	\$50,000.00
M. Participant Support Services	\$27,220.00	\$0.00	\$27,220.00
N. Job Retention Services	\$0.00	\$0.00	\$0.00
O. Contractual Serv. (Complete Contract Worksheet, Exhibit F)*	\$0.00	\$0.00	\$0.00
P. Other (describe): Program Staff, Labor Exchange Services, and Program Operating Expenses	\$586,871.00	\$0.00	\$586,871.00
Q. Total Program	\$894,456.00		
TOTAL FUNDING	\$993,840.00	\$10,000.00	\$1,003,840.00
EXPENDITURE PLAN (Quarterly) cumulative plan for WIOA expenditures Column A)			
		Total Request	\$993,840.00
		Administration	\$ 99,384.00
		Program	\$894,456.00
Quarter End Date (MM/YY)	Q1 03/17	Q2 06/17	Q3 09/17
Expenditures	\$	\$24,846	\$99,384
Quarter End Date (MM/YY)	Q4 12/17	Q5 03/18	Q6 06/18
Expenditures	\$198,768	\$397,536	\$795,072
Quarter End Date (MM/YY)	Q7 09/18	Q8 12/18	Q9 /
Expenditures	\$993,840	\$	\$

*Denotes potential 734 Training Expenditure (See Workforce Services Directive 14-01)

Exhibit F
Contractual Services

Description —Type of Service (including training services)	Cost	Service Provider (If Known)
N/A	\$0.00	
	\$0.00	
	\$0.00	
Total		

All contractual services must be competitively procured in accordance with federal and state procurement regulations and policies. See Workforce Services Directive WSD12-10

The costs of these services “may” be included as leveraged resources under Workforce Services Directive WSD14-01

A Hire Path Budget Narrative

<u>Line Item</u>	<u>Amount</u>	<u>Description</u>
A. Staff Salaries	\$15,169 \$23,804 \$11,902	FWDB Executive Director (5% FTE) FETC Operations Manager (10% FTE) FWDB Planning Manager (5% FTE)
B. Number of full-time Equivalents	.2 (See Item A. above)	
C. Staff Benefits	\$7,815 \$12,263 \$6,131	FWDB Executive Director (5% FTE) FETC Operations Manager (10% FTE) FWDB Planning Manager (5% FTE)
D. Staff Benefit Rate	34%: includes costs for Medical, Dental, Vision, and Life Ins., PERS, UI, and WC	
E. Staff Travel	Covers \$5,000 in local and out-of-town travel to and from project-related workshops, conferences, meetings, and events, including local mileage at IRS-approved rates.	
F. Operating Expenses	Includes \$17,300 in cost-allocated administrative expenses for program facility lease/rents, telecommunications costs, utilities, computer/printer and copier maintenance, janitorial services, landscaping, security, and legal services.	
G. Indirect Costs	N/A	
H. Other	N/A	
Total Administration	\$99,384	
I. Consumable Testing & Inst Material	Includes \$2,250 in consumable assessment materials, including basic skills assessments and career interest inventories.	
J. Tuition Payments/Vouchers	Includes \$178,115 in costs for WIOA-eligible Individual Training Account costs for participant occupational training as appropriate.	
K. On-the-Job Training	Covers \$50,000 in wage reimbursements to A Hire Path employers for participant On-the-Job Training costs.	
L. Participant Wages & Fringe Benefits	Includes \$50,000 for hourly participant work experience wages and applicable fringe costs, e.g. workers compensation and general liability expenses.	

M. Participant Support Services	Covers \$27,220 in participant support (e.g., tools, uniforms, clothing, test fees, other allowable expenses).
N. Job Retention Services	N/A
O. Contractual Services	N/A
P. Other	<p><u>Program Staff Salaries (FETC WIOA Title I DW)</u></p> <p>\$59,510 Operations Manager (25% FTE)</p> <p>\$153,981 Project Manager (100% FTE)</p> <p>\$75,165 Job Developer (100% FTE)</p> <p><u>Program Staff Benefits (FETC WIOA Title I DW)</u></p> <p>\$30,657 Operations Manager (25% FTE)</p> <p>\$79,324 Project Manager (100% FTE)</p> <p>\$38,721 Job Developer (100% FTE)</p> <p><u>EDD Labor Exchange Services:</u> Includes \$124,675 in costs for Labor Exchange services provided by EDD Pasadena Workforce Services Office staff (e.g., QMF reports, job search workshops, agency referrals, specialized services for veterans, positive recruitments, job search assistance, CalJOBS information, outreach, intake, orientation, initial assessments, eligibility determination, U.I. Program information, financial aid information, follow-up services). <u>Note:</u> These costs to be reimbursed by EDD Central Office under special project activity codes.</p> <p>Includes \$24,838 in cost-allocated program expenses for FETC facility lease/rents, telecommunications costs, utilities, computer/printer and copier maintenance, janitorial services, landscaping, and building security.</p>
Q. Total Program	\$894,456
TOTAL 25% FUNDING	\$993,840
Leveraged Expenditures	
J. Tuition Payments/Vouchers	Includes \$5,000 from PCC, Citrus, and Rio Hondo Colleges; \$3,000 from Monrovia Adult School; \$1,000 in apprenticeship prep fees by Southwest Carpenters Training Trust, and \$1,000 in apprenticeship prep fees from Flintridge Center.
GRAND TOTAL	\$1,003,840

